

## MEMORANDUM FOR RECORD

SUBJECT: Use of Recruitment Giveaways and Promotional Items

1. On 17 September 2002, Counsel issued a memorandum addressing the use of appropriated funds to purchase items that can be given to potential applicants at recruiting events. That guidance illustrated the parameters for purchasing recruitment items and necessitates a determination regarding specific use of the items.
2. Recruitment in USACE is decentralized and requires the participation of HR Specialists and management representatives throughout the organization. USACE recruiting efforts cover corporate as well as local needs. Whenever USACE recruits, it competes with public and private organizations for scarce human resources. The shortage of various skills in today's market as well as the high cost of living in many of our locations further complicates this effort. USACE's success in recruiting depends on attracting applicants at recruitment events and transforming those contacts into appointments of quality candidates.
3. Recruitment giveaways are a necessary tool in attracting candidates at recruitment events. These are items of nominal value, imprinted with the USACE logo and contact information for those seeking employment. Virtually every employer offers such items and USACE would be at a distinct competitive disadvantage if it did not do so. These items remind the potential employee of his or her contact with the USACE recruiter and provide ready access to our employment website address. Additionally, distributing these items enables USACE recruiters to engage potential applicants on a one-on-one basis to determine individuals possessing valuable skills and interested in learning more about job opportunities in USACE. Useful items, such as pens and pads of paper, keep USACE employment opportunities in the applicant's focus during the application process. Distributing these items at job fairs and recruiting events advertises USACE's presence at the event. The visibility captures the attention of other students or attendees and could result in additional referrals.
4. The distribution of recruitment giveaways is a crucial element of USACE's recruiting strategy. Items purchased for corporate recruitment are used at career fairs, college recruitment days, and similar functions designed to fill USACE vacancies. The items will not be distributed at non-recruitment activities.

/s/ signed

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SUSAN DUNCAN  
Director of Human Resources